



DATE: November 2025

REPORT OF: EHA Anti-Social Behaviour (ASB) Communication Scrutiny Taskforce

INVESTIGATION TITLE: Scrutiny review of EHA's Communication around Anti-Social Behaviour

Investigation Summary

Our Complaints Taskforce has reviewed the Association's communication around Anti-Social Behaviour.

The following areas were reviewed by the Taskforce:

- Review of tenants' perception around EHA's responsibility and jurisdiction with instances of Anti-Social Behaviour
- EHA's approach to Anti-Social Behaviour policy, and responsibilities as a landlord

Document review:

- Learning from: Severe Maladministration (Anti-Social Behaviour) July 2025
- Regulator for Social Housing's Neighbourhood and Community Standard

Recommended procedure

It is recommended that relevant staff members and the Management Team consider the contents of this report.

Staff members are requested to respond to the report, ready for presentation to Board on the next opportunity the agenda allows.

Board members are requested to consider the contents of this report and provide responses to the recommendations and actions.

Background

In April 2025, our Scrutiny Audit Panel reviewed latest performance information to

determine the subject of EHA's next scrutiny review:

- Tenants Scorecard Key Performance Indicator (KPI) reports – for Q1 2025/26
- Tenant Satisfaction Measures (TSM) – perception survey – for Q1 2025/26
- Corporate Risk register

Largely based upon our TSM results Q1 2025/26, and specific recommendation for improvement within the report (below), SAP instructed a review of EHA's communication around Anti-Social Behaviour.

The TSM report indicated a reduction in satisfaction relating to EHA's approach to ASB, with a particular reference to communication around the service:

***“Approach to ASB:** As this is the lowest scoring measure in Q1, EHA may want to consider some general communications to tenants about ASB, specifically to share more about the process, and the actions it can and cannot take, as this will ensure the correct expectations are set. It may also be worth considering probing deeper on this in future surveys, to explore what is driving these scores [...] Overall, the feedback suggests a need for improved communication, timely maintenance, and a more proactive approach to tenant concerns, especially when reporting ASB.*

Slightly fewer tenants (65%) are satisfied with EHA's approach to ASB, which is down from 69% in Q4. A fifth of tenants (22%) are dissatisfied, and a further 14% were unable to say either way. The higher level of neutral responses for neighbourhood contribution and the approach to ASB could be based on personal experience; however, it could also be because some tenants have not had first-hand experience of these services, on which to base a firm opinion.”

Link to Corporate Plan

Under the 2024 – 2027 Corporate Strategy, this review falls within the 'Tenant Voice and Influence' and 'High Performing and Resilient Organisation' strategic priorities.

Link to EHA Values

This review covers Teamwork, Integrity, Customer Experience and Listen within EHA's Values.

Regulatory references

- Regulator for Social Housing's Neighbourhood and Community Standard (2024)

Scope of review		
The Scrutiny Taskforce considered the following matters during the review: • Strengths • Weaknesses • Performance against regulatory and sector expectation/ recommendation		
Summary of activities		
Stage 1:		
An initial survey was shared with all tenants via Viewpoint to seek perception around situations tenants consider to be ASB, and their expectations around landlord's responsibilities/ jurisdiction. Included in the survey were 8 scenarios, where tenants were asked to respond: • I think EHA has the power to act • I don't think EHA has the power to act, but another agency (like the Police) could • I don't think this is Anti-Social Behaviour All respondents were also asked to join the Anti-Social Behaviour Taskforce.		
Stage 2:		
1. Why ASB? - <i>Overview of Q1 2025/26 TSM results, summary of TSM process, review of findings and SAP recommendation for review</i> 2. Review of perception survey results – <i>identifying key themes and issues</i> 3. Overview of Regulator for Social Housing's Neighbourhood and Community Standard – <i>clarifying expectations for Anti-Social Behaviour and Hate Incidents</i> 4. Overview of EHA's process for managing anti-social behaviour – <i>summarising EHA's ASB Policies and procedures, and examples of recent cases</i> 5. Housing Ombudsman Service: Learning from Severe Maladministration – <i>review of recommendations and measures EHA has in place to address them</i> 6. Recommendations – <i>development of ideas to clarify ASB process, set expectations and responsibilities</i>		
Engagement summary:		
	Possible participants	Actual participants

		and response rate
Stage 1:		
Initial perception survey – <i>included in Viewpoint (August 2025)</i>	1,589 + 142 (MHA)	19 (1.1%)
Initial perception survey – <i>EHA Tenant Opinion Panel</i>	169 (included in above group)	
<i>Liaison with Assisted living scheme officers to ensure tenants who required support could contribute</i>		
Stage 2:		
Review of all survey results – <i>identifying key themes and issues</i>	9	3 (33%)
Review of Regulator for Social Housing’s Neighbourhood and Community Standard (2024) and expectations around landlords’ Anti-Social Behaviour service	9	3 (33%)
Review of recommendations within Housing Ombudsman ‘Learning from sever maladministration – July 2025’, which focusses on ASB and hate crimes, and measures EHA has in place to address them	9	3 (33%)

Initially we received responses from 19 of our tenants (representing 0.8% of our 1982 of our households). Of these responses, 9 indicated they were interested in joining the Taskforce, providing availability for the afternoon and evening sessions.

All 9 were contacted with joining information ahead of the sessions. Ultimately, 3 tenants took part in our Taskforce, allowing in depth discussion and detailed recommendation plans.

One participant was unable to take part in the first workshop however session 1 information was shared for review with a brief session overview. Another was unable to continue with the second workshop, however provided feedback separately.

ASB Communication – Tenants' Workshop 10th September (1 attendee in person, 1 online)

Session overview:

- Why ASB? - Overview of Q1 2025/26 TSM results, summary of TSM process, review of findings and SAP recommendation for review
- Review of perception survey results – *identifying key themes and issues*

- Overview of Regulator for Social Housing's Neighbourhood and Community Standard – *clarifying expectations for Anti-Social Behaviour and Hate Incidents*
- Overview of EHA's process for managing anti-social behaviour – *summarising EHA's ASB Policies and procedures, and examples of recent cases*

ASB Communication – Follow up Workshop 25th September (2 attendees in person)

Session overview:

- Housing Ombudsman Service: Learning from Severe Maladministration – *review of recommendations and measures EHA has in place to address them*
- Recommendations – *development of ideas to clarify ASB process, set expectations and responsibilities. Taskforce members created a draft flowchart, which included suggestions for content and format.*

Summary of findings

Strengths:

- The Taskforce is reassured that EHA's Anti-Social Behaviour service meets the required standards set by the regulator and the best practice recommendations set by the Housing Ombudsman Service Maladministration report relating to ASB.
- Members believe it is positive that EHA's Housing Officers are 'generic' (as opposed to separate Allocations, ASB and Rental Income officers), dealing with all areas of the tenancy, so risk of anti-social behaviour is considered at allocation, and managed appropriately at the start of a tenancy.
- The 'generic' Housing Officer role helps EHA better understand their tenants and developing relationships to understand risks, issues and vulnerabilities when dealing with tenancy issues.
- The forthcoming changes to Housing Assistant's responsibilities will offer a 'one point of contact' to oversee all ASB cases, ensuring progress is made and tenants are kept informed of progress, liaising between the tenant and those involved in an ASB case.
- Housing Officers' attendance to weekly Eden Hub Meetings, Monthly Hub Meetings, Streetsafes, MARAC (Multi-Agency Risk Assessment Conference) and MATAC (Multi-Agency Tasking and Coordination) meetings shows positive partnership working and a joined-up approach to supporting tenants and communities with ASB.
- EHA has recently invested in software which adds on to EHA's existing housing management system, MRI. The Safer Communities ASB module has improved recording mechanisms to reduce the time spent collating information for court cases and witness statements. The automated system also 'prompts' contact with tenants and has a more effective use of risk assessments, to

allow better alignment with EHA's ASB Policy and procedures.

Weaknesses:

- Information relating to ASB is not easy to find on EHA's website. Although information is embedded within the Tenants Handbook (which although simplified, could be improved for greater accessibility) there is no dedicated resource for tenants to access easily.
- The perception survey carried out at the start of the review shows lack of clarity around EHA's responsibility around ASB. Responses varied for each of the 8 scenarios provided, highlighting confusion around what constitutes ASB, and the powers EHA has as a landlord to manage it.
- Due to the increase in socio-economic pressures, Housing Officers' roles have expanded beyond 'standard' housing issues. Teams are now filling gaps where other services/ agencies have diminished, often dealing with high-level safeguarding cases, as mediators and towards social worker responsibilities. Although safety measures and wellbeing support is provided for Housing Officers, the Taskforce recognised the pressure Officers are often under, and the negative effect this may have on staff wellbeing.
- The Housing Ombudsman recommends that Action Plans are used to manage expectations between the landlord, perpetrator and victim, these will be more user friendly when the new Safer Communities module is implemented.
- An example of serious ASB, which led to pursuit of eviction was only reported by one tenant, however additional reports would have supported the action EHA could take – more work could be done to actively encourage tenants to report instances of ASB to strengthen cases and speed up necessary action.

Recommendations

1. **Increase awareness and active promotion of the work EHA does to manage Anti-Social Behaviour** – *a focus on ASB and the work of EHA's Housing Team, including a 'day in the life' of an EHA Housing Officer.*
2. **Develop an ASB 'Service Standard' and flow chart** – *to better manage tenant expectations and clarify EHA's process in dealing with ASB. To include examples around the action EHA can take, what's expected of tenants and signposting to other agencies where EHA has no jurisdiction.*
3. **Review EHA's Tenants Handbook section relating to ASB** – *to improve accessibility and provide dedicated area on website for resources relating to ASB, including signposts to useful websites and agencies.*

4. Strengthen EHA's use of Action Plans and risk assessment where serious ASB is reported through additional training – to highlight timescales for action and expectations of tenant to support investigation.

Fairness and respect

To ensure fairness and respect for all task force participants, we established preferred communication methods, working with tenants to establish appointments for engagement which suited them.

At the end of the investigation, the Task Force were asked whether they would take part in the process again. All participants said that they would.

Equality Diversity and Inclusion

Throughout this process we have provided accessible support, to meet the diverse needs of our tenants, allowing a cross section of tenants to scrutinise this service. Opportunities to take part included:

- Online surveys
- Onsite interviews
- In person interviews
- Telephone interviews
- Online sessions / meetings
- Out of hours appointments

SAP review summary and signoff

On 17th October, the Scrutiny Audit Panel (SAP) spent some time discussing the document and came to the following conclusion:

“As a Panel we have looked very carefully at this Document. Obviously, it is an area that can be complex and difficult to assess.

We feel that the whole subject has been carefully dissected and appraised by online questionnaire. The Taskforce and EHA Staff feel that the way forward is by giving clear and concise information to get the Tenants onboard.

The report is comprehensive and very detailed and covers all aspects of EHA's powers to intervene in incidents of ASB.

We found it very positive with no weakness worth a mention, and the process met the

recommended criteria set by the regulator.

We would however suggest a review in due course to assess the progress and make any minor amendments needed.”

Chair, EHA Scrutiny Audit Panel

MANAGEMENT RESPONSE

Recommendation	Action lead	Management response	Agreed timescale
1. Increase awareness and active promotion of the work EHA does to manage Anti-Social Behaviour – <i>a focus on ASB and the work of EHA's Housing Team, including a 'day in the life' of an EHA Housing Officer.</i>	JG	An article focussing on a 'day in the life' of an EHA Housing Officer will be included in the first Viewpoint of 2026. Outline article information to be shared with Taskforce members for approval, to ensure it covers all levels of information required.	February 2026
2. Develop an ASB 'Service Standard' and flow chart – <i>to better manage tenant expectations and clarify EHA's process in dealing with ASB. To include examples around the action EHA can take, what's expected of tenants and signposting to other agencies where EHA has no jurisdiction.</i>	JG	Service Standard and associated flow chart to be developed in partnership with ASB Communication Taskforce members, using draft information and format ideas developed in workshop 2. Further service standard detail to be developed in line with the 'go live' of the new Safer Communities module, to ensure it aligns with any new processes implemented.	April 2026 Spring 2026
3. Review EHA's Tenants Handbook section relating to ASB – <i>to improve accessibility and provide dedicated area on website for resources relating to ASB, including signposts to useful websites and agencies.</i>	JG	ASB Service Standard to be included in 'Tenants Handbook' area of existing website once developed. Dedicated area for ASB to be included in new website design.	April 2026 Spring 2026
4. Strengthen EHA's use of Action Plans and risk assessment where serious ASB is reported through additional training – <i>to highlight timescales for action and expectations of tenant to support investigation.</i>	JG	Go Live of our Safer Communities module on Orchard is early February 2026. Expected to be rolled out by Spring 2026 to allow action plan and risk assessment processes when new cases are logged.	Spring 2026